

The FATA Development Programme supports the Government of Pakistan in the merger of erstwhile FATA with the Province of Khyber Pakhtunkhwa. The programme is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and is co-funded by the European Union (EU). Implemented by GIZ, the programme supports its partners in the field of Governance and Constructive Dialogue with a focus on improving Education and Health services in the Merged Areas. The FATA Development Programme contributed to the achievement of the Sustainable Development Goals on Good Health and Well-Being (SDG 3), Quality Education (SDG 4), Gender Equality (SDG 5) and Peace, Justice, Strong Institutions (SDG 16).

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**FATA Development Programme**



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# FATA Development Programme

**Strengthening capacities of state actors and civil society groups to provide services and engage in constructive mutual dialogue**

## General Context

Located along Pakistan's border with Afghanistan, the erstwhile Federally Administered Tribal Areas (FATA) were a semi-autonomous tribal region until they were merged with the neighbouring province of Khyber Pakhtunkhwa (KP) in 2018. With a population of around five million people the territory now referred to as Merged Areas consists of seven Tribal Districts and six Sub-Divisions. Poverty is widespread and the population faces marginalisation, poor basic services, inadequate income-generating opportunities, and limited inclusion in planning and decision-making processes. For years, the local population has been suffering from violent conflicts and military operations which resulted not only in the destruction of social infrastructure but also in the temporary displacement of persons, which have gradually returned to the Merged Areas after rehabilitation. After the merger, local governmental and administrative structures are being expanded to areas where people have still been relying on traditional tribal ways of conflict resolution and decision making. The remoteness of the Merged Areas and the lack of efficient local administrative structures impede, however, the effective delivery of public services to the population.

## Objective

Commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), the objective of the FATA Development Programme (FDP) reads as follows: "State actors and civil society groups in the Merged Areas have increased their capacities to provide services and engage in constructive dialogue." By application of a multi-level approach, FDP aims at the improvement of:

- capacities for core governance functions of public administrations in the Merged Areas;
- capacities of state actors and civil society groups to provide services in selected sectors; and
- capacities of the state and civil society actors to engage in constructive dialogue on development policy issues.

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Geographic Areas	Merged Areas, Khyber Pakhtunkhwa
Duration	01.07.2016 – 31.12.2022

With co-funding from the European Union (EU), the programme also contributes to the implementation of the multi-donor action **Aid to Uprooted People in Pakistan (AUP)**, whose aim is to facilitate the reintegration of temporarily displaced persons through the creation of a favorable environment for their return to the Merged Areas.

The programme contributes to the achievement of four Sustainable Development Goals of the Agenda 2030: Good health and well-being (**SDG 3**), quality education (**SDG 4**), gender equality (**SDG 5**), and strong institutions, promoting peaceful and inclusive societies (**SDG 16**).



## Approach

To contribute to bridging the development gap between the Merged Areas and the Settled Districts of KP in line with the Tribal Decade Strategy (2020-2030) and its Accelerated Implementation Plan, the FATA Development Programme is being implemented in four Result Areas: Local Governance, Constructive Dialogue, Education and Health Services. The programme works in all Tribal Districts, with particular emphasis on districts with high numbers of temporarily displaced persons, such as Khyber, Orakzai, Kurram, as well as North and South Waziristan Tribal Districts.

## Key results achieved

In the four Result Areas, the following major results have been achieved with support of the programme:

### Local Governance

The programme improved capacities for core governance functions of municipal and district administrations in the Merged Areas. The FATA Development Programme (FDP) supported the drafting and reviewing of proposals for the legal and regulatory framework of the Local Government (Amendment) Act of 2019, and trained officials of the Local Government Department on related topics. FDP supported the Local Council Board in drafting by-laws for the Tehsil municipal administrations, which were also supported in assessing the potential for generating own-source revenues in the Merged Areas. Through its “twinning concept”, which encourages sharing of knowledge and experience between officials from the Settled Districts of KP and the Merged Areas, the programme supported the establishment of a responsive and accountable local government system. At the Local Governance School, training curricula for Tehsil Municipal Officers and a roadmap for the institutional strengthening of this training institution were developed. Finally, the programme contributed to the promotion of gender equality and the creation of “Gender Desks” in the Tribal Districts.

### Constructive Dialogue

The programme supported the dialogue between elected representatives, government officials, representatives of Community-Based Organisations (CBOs) and citizens. In the Merged Areas, these participatory dialogue forums aim at the inclusion of citizens' needs, gender topics, and local development priorities in district and municipal planning and budgeting. FDP capacitated officials at the local level and citizens on their rights and obligations with regard to community development. Target-group orientated awareness campaigns informed the population about the new local government system, on Right to Information (RTI) and COVID-19.

### Education

The programme supported the Elementary and Secondary Education Department of KP to better alignment of the Annual Development Plans with policy objectives of District Development Plans and with the Education Sector Plan. Technical capacities in public financial management, procurement, budgeting and monitoring were strengthened to support increased transparency and evidence-based decision making. The programme supported the integration of data from the Merged Areas and the Settled Districts of KP in a single database (EMIS). In addition, the programme supported the design and performance review of the Conditional Grant Programme to help the partner to identify and respond to basic needs through the use of data and school improvement plans. More than four thousand members of Parent Teacher Councils (PTCs) have been established, trained, and assisted in the opening of bank accounts for the implementation of school improvement plans. Their implementation is significantly improving the learning environment for students.

### Health Services

To ensure that development priorities of the Merged Areas are well reflected, the programme supports the review of the Provincial Health Sector Plan. With the aim of improving the efficiency and effectiveness of a data-driven public health service system, support was provided in improving the quality of the health information system at the district level. Health managers and district managers have been trained on needs-based district health planning, management and budgeting, supply chain management and leadership for change management. Staff members at the primary health care facilities are trained and capacitated in primary health care management and infection prevention. Furthermore, district health managers are trained on how to analyse, utilize and communicate data for improved decision-making. With the establishment of local quality teams and the development of primary health care standards and corresponding assessment tools, FDP further supported the successful implementation of quality improvement plans.

## COVID-19 Response Measures

Measures include the training of Tehsil municipal officers in the prevention and treatment of COVID-19. Together with the Khyber Medical University, the protection of health staff against COVID-19 infections is improved, by providing testing machines, kits, and personal protective equipments. Radio live shows on COVID-19 are broadcasted, and a digital audio campaign is rolled out to inform marginalized populations about COVID-19. Through the formulation of strategies and the provision of learning materials, the provincial COVID-19 response plan in the education sector is supported.

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# FATA Development Programme: Local Governance

**Strengthening capacities of state actors and civil society groups to provide services and engage in constructive mutual dialogue**

## General Context

Located along Pakistan's border with Afghanistan, the erstwhile Federally Administered Tribal Areas (FATA) were a semi-autonomous tribal region until they were merged with the neighbouring province of Khyber Pakhtunkhwa (KP) in 2018. With a population of around five million people the territory now referred to as Merged Areas consists of seven Tribal Districts and six Sub-Divisions. Poverty is widespread and the population faces marginalisation, poor basic services, inadequate income-generating opportunities, and limited inclusion in planning and decision-making processes. For years, the local population has been suffering from violent conflicts and military operations which resulted not only in the destruction of social infrastructure but also in the temporary displacement of persons, which have gradually returned to the Merged Areas after rehabilitation. After the merger, local governmental and administrative structures are being expanded to areas where people have still been relying on traditional tribal ways of conflict resolution and decision making. The remoteness of the Merged Areas and the lack of efficient local administrative structures impede, however, the effective delivery of public services to the population.

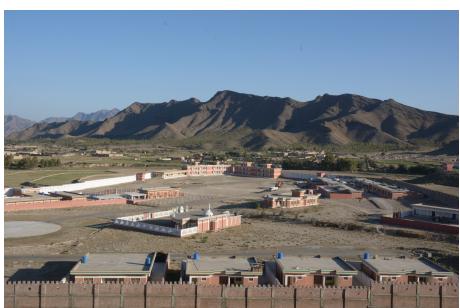
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## Objective

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With co-funding from the European Union (EU), FDP also contributes to the implementation of the multi-donor action **Aid to Uprooted People in Pakistan (AUP)**, whose aim is to facilitate the reintegration of temporarily displaced persons through the creation of a favorable environment for their return to the Merged Areas. Aligned with the relevant development strategies of the Government of Khyber Pakhtunkhwa, FDP is implemented in four Result Areas: Local Governance, Constructive Dialogue, Education and Health Services.

The result area Local Governance is helping to build strong institutions and is promoting peaceful and inclusive societies (**SDG 16**) and Gender Equality (**SDG 5**).



## Approach: Local Governance

In the Result Area Local Governance, the FATA Development Programme aims at improving capacities for core governance functions of municipal and district administrations in the Merged Areas. FDP supports the implementation of the Tribal Decade Strategy (2020-2030) and the government's Accelerated Implementation Programme as well as the drafting and reviewing of the legislative and regulatory framework under the Khyber Pakhtunkhwa Local Government (Amendment) Act of 2019. In cooperation with the Local Governance School, officials at municipal administrations are capacitated in planning and budgeting. Through its innovative "twinning concept", which encourages sharing of knowledge and experiences between officials from KP's Settled Districts and the Merged Areas, the programme supports the establishment of a responsive and accountable local government system.

## Results achieved: Local Governance

In the field of Local Governance, the following major results have been achieved with support of the programme:

- In cooperation with the United Nations Development Programme (UNDP) and in coordination with the KP Social Welfare Department, the programme contributed to the promotion of gender equality. The gender mainstreaming strategy for the Merged Areas was approved by the Social Welfare Department of Khyber Pakhtunkhwa, and seven gender desk officers were appointed in the Tribal districts.
- The programme supported the drafting of seven proposals for the legal and regulatory framework under the Local Government (Amendment) Act of 2019 including planning, development, as well as rules for budgeting and accounting.
- In this context, FDP also supported the Local Council Board in drafting by-laws for the Tehsil municipal administrations. To identify aspects of relevance for these, an assessment of the Local Government (Amendment) Act of 2019 was conducted. Local administrations were further supported in the identification of possible approaches for generation of own-source revenues, which should allow for a more self-sustaining development.
- At district level in the Merged Areas, 105 officials (of these 11 women) were trained on the Local Government (Amendment) Act of 2019, participatory planning and budgeting, procurement, the Right to Services Act of 2013, and the Accelerated Implementation Programme.

- The programme also successfully introduced an innovative "twinning concept", which brought together local government experts from selected KP Settled Districts, which served as mentors, shared knowledge and capacitated 137 officials in the newly established local government administrations of the Merged Areas.
- Apart from the above-mentioned topics, grievance redressal and complaints handling, e-tendering and e-governance, gender mainstreaming and women empowerment, as well as human rights and gender-sensitive budgeting were addressed. Currently, the Local Governance School is in the process of institutionalizing the "twinning concept" in its training strategy.
- At the Local Governance School, the programme supported the development of training curricula for Tehsil municipal officers on the provision of public services under the Local Government (Amendment) Act of 2019. Furthermore, a road map for institutional strengthening of the training institution was developed. For improved donor coordination, the programme assisted the Local Governance School in setting up a donor coordination dashboard.
- Based on the local governance baseline study, which identified key constraints and governance challenges in the Merged Areas, a capacity development plan was designed in cooperation with the KP Planning and Development Department (P&DD) and UNDP. Through the implementation of the capacity development plan, the P&DD should embark on an evidence-based development strategy which embeds needs-orientation and informed decision-making processes.

## COVID-19 Response Measures

- In cooperation with the Local Governance School, 25 Tehsil municipal officers were trained on the prevention and treatment of COVID-19.
- To raise awareness on the COVID-19 pandemic, six Urdu-language text messages were approved by the KP Local Government Department and are distributed to the mobile phones of more than 200,000 citizens in the Merged Areas.

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# FATA Development Programme: Constructive Dialogue

**Strengthening capacities of state actors and civil society groups to provide services and engage in constructive mutual dialogue**

## General Context

Located along Pakistan's border with Afghanistan, the erstwhile Federally Administered Tribal Areas (FATA) were a semi-autonomous tribal region until they were merged with the neighbouring province of Khyber Pakhtunkhwa (KP) in 2018. With a population of around five million people the territory now referred to as Merged Areas consists of seven Tribal Districts and six Sub-Divisions. Poverty is widespread and the population faces marginalisation, poor basic services, inadequate income generating opportunities, and limited inclusion in planning and decision-making processes. For years, the local population has been suffering from violent conflicts and military operations which resulted not only in the destruction of social infrastructure but also in the temporary displacement of persons, which have gradually returned to the Merged Areas after rehabilitation. After the merger, local governmental and administrative structures are being expanded to areas where people have still been relying on traditional tribal ways of conflict resolution and decision making. The remoteness of the Merged Areas and the lack of efficient local administrative structures impede, however, the effective delivery of public services to the population.

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Geographic Areas	Merged Areas, Khyber Pakhtunkhwa
Duration	01.07.2016 – 31.12.2022



## Objective

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With co-funding from the European Union (EU), the programme also contributes to the implementation of the multi-donor action **Aid to Uprooted People in Pakistan (AUP)**, whose aim is to facilitate the reintegration of temporarily displaced persons through the creation of a favorable environment for their return to the Merged Areas. Aligned with the relevant development strategies of the Government of Khyber Pakhtunkhwa, the FATA Development Programme is implemented in four Result Areas: Local Governance, Constructive Dialogue, Education and Health Services.

The result area Constructive Dialogue is helping to build strong institutions and is promoting peaceful and inclusive societies (**SDG 16**) and Gender Equality (**SDG 5**).



## Approach: Constructive Dialogue

The FATA Development Programme supports the dialogue between elected representatives, government officials, representatives of community-based organisations and citizens. In the Merged Areas, these participatory dialogue formats aim at the inclusion of citizens' needs and local development priorities in district and municipal planning and budgeting. The programme capacitates local officials and citizens on their rights and obligations with regard to community development. Awareness campaigns that explore the use of cultural activities and social norms are carried out to inform the population about the new local government system.

## Results achieved: Constructive Dialogue

- In cooperation with the United Nations Development Programme (UNDP), the programme piloted twelve dialogue events in six tribal districts. For the inclusion of citizens' needs and local development priorities in planning and budgeting, 117 government officials at district administrations and 328 representatives of community-based organisations and citizens engaged in inclusive and participatory dialogue processes.
- The programme strengthened the dialogue between district administrations and tribal Jirgas, elders, community organizations and activists. The public dialogue events, in which altogether 105 representatives of different communities participated, served the inclusion of the local population's needs and priorities in Annual Development Plans.
- In cooperation with the Department of Journalism and Mass Communication of the University of Peshawar, the Independent Programme Reporting project was launched. It supported the broadcasting of 54 radio live shows reporting on ongoing FDP interventions and on local government development programmes. In these radio live shows, representatives of the former FATA Secretariat and of district administrations engaged in discussions and debates with community members.

## Results expected: Constructive Dialogue

- In cooperation with the Institute of Management Sciences, FDP envisages to establish further dialogue processes between government officials and community members, including women groups with the aim to strengthen local governance through the integration of citizens' needs and priorities in development planning.
- In consultation with the KP Local Government Department and the Right to Information Commission, the programme has

broadcasted 88 radio live shows on the local government system, right to information and the COVID-19 pandemic. To capture the perception of citizens, including women community groups, 76 feature reports, 08 community shows and 06 road shows from Merged Areas were broadcasted.

- To include the development priorities of young people in local development planning, youth will be engaged through sports tournaments and town-hall discussions. In an interactive way, young people can explore topics such as their rights and obligations in community development.
- To create awareness in rural communities, the programme will embark on infotainment education with various features such as drama, playlets or skits and the publication of cartoons in newspapers and social media.
- The KP Planning and Development Department is collaborating with the programme to organize community development planning sessions and cultural fairs at district level, bringing together community representatives and government line departments in a culturally adequate environment to identify and prioritise district level needs.
- To sensitize citizens on their rights and obligations with regard to community development, the programme will also make use of social media. Using a blended approach combining traditional and digital media, awareness-raising measures will be carried out in selected tribal communities to raise awareness on the merger and the newly adopted local government system.
- A baseline survey on the rights and obligations of community-based organisations and government officials has been initiated. The aim is to determine existing knowledge on these topics and the impact on community development.

## COVID-19 Response Measures

- To raise citizens' awareness, 22 radio live shows on COVID-19 were broadcasted. The shows also covered the provincial government's preventive measures to control the pandemic.
- Within the scope of the BMZ's fund for innovative solutions, digital audio campaigns are used to inform marginalized populations about the new local government system and the pandemic through audio mobile applications. For this purpose, local government officials and representatives of community-based organisations will be equipped with smart feature phones with pre-installed audio applications and will be trained on the usage of the audiopedia platform.

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# FATA Development Programme: Education

**Strengthening capacities of state actors and civil society groups to provide services and engage in constructive mutual dialogue**

## General Context

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Geographic Areas	Merged Areas, Khyber Pakhtunkhwa
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## Objective

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The result area Education is supporting Quality Education (**SDG 4**) and Gender Equality (**SDG 5**).



## Approach: Education

The FATA Development Programme supports the Elementary and Secondary Education Department (E&SED) in the preparation and implementation of the Education Sector Plan and in its alignment with Annual Development Plans and District Education Plans. To support the efforts of the provincial government of Khyber Pakhtunkhwa in bridging the development gaps between the Merged Areas and the Settled Districts of KP, the programme assists in development planning, technical and financial monitoring of progress, as well as data integration all in line with the Tribal Decade Strategy and the Accelerated Implementation Plan. For the implementation of needs-based school improvement plans at district and school levels, the programme contributes to the design of a conditional grant programme. The programme further provides capacity development to Parent Teacher Councils to use development funds for school improvement and to improve transparency and service delivery.

## Results achieved: Education

The following results have been achieved with support provided by the FATA Development Programme:

- The E&SED was assisted in aligning Annual Development Plans with District Education Plans. This was made possible through support provided to the KP provincial government for the design of state funded development projects and District Education Plans, which outline specific educational needs in the Merged Areas. Technical assistance was provided to strengthen institutional capacities for proposal writing, data analysis and budgeting.
- Thirteen District Education Offices were supported to develop District Education Plans and monitor progress of implementation of state-funded development interventions. Aligned with the Education Sector Plan and based on data provided by the Education Monitoring Authority, these District Education Plans aim at improving governance and access to, as well as quality of education in the Merged Areas.
- More than 300 education managers (98 women) were trained on public financial management, budget execution, monitoring and data utilization.
- Furthermore, the programme supported the integration of data from the Merged Areas and the Settled Districts of KP

into a single database, the Education Management Information System (EMIS). As a result, the KP Education Monitoring Authority was supported in the provision of reliable data to the E&SED for planning, monitoring and evidence based decision-making.

- The E&SED was supported in designing and implementing a conditional grants programme for schools in the Merged Areas. Through the implementation of needs-based school improvement plans, these public funds are used to improve the learning environment and to maintain the physical condition of schools. To allow the transfer of funds, more than 4,800 bank accounts were opened and more than 3.5 billion Pakistani Rupees were transferred to community-driven Parent Teacher Councils during the past two years.
- In the Merged Areas, 4,405 Parent Teacher Councils at 2,743 boys' schools and 1,662 girls' schools were established. Parent Teacher Council members were capacitated to develop and to supervise the implementation of needs-based school improvement plans. The training also included financial management of public funds, as well as awareness-raising among and engagement of communities.
- As a result of the conditional grants programme, the learning environment of more than 623,000 students (of these 230,000 girls) is being improved. This includes the construction of 1,930 new classrooms at over 1,500 schools. At some 1,930 primary schools, playgrounds will be set up for students. The construction of boundary walls has been initiated at 950 schools.
- At 233 schools, the supply of clean drinking water has been initiated, and at 2,250 schools, toilets are constructed. More than 55,000 students will benefit from the delivery of textbooks, school bags and stationery and more than 1,500 schools will benefit from the provision of school furniture.

## COVID-19 Response Measures

The E&SED was supported in the formulation of its COVID-19 Response Plan and COVID-19 mitigation strategies. Support to E&SED was also provided for the review of learning materials to be used by 30,000 students during the COVID-19 pandemic.

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# FATA Development Programme: Health Services

**Strengthening capacities of state actors and civil society groups to provide services and engage in constructive mutual dialogue**

## General Context

Located along Pakistan's border with Afghanistan, the erstwhile Federally Administered Tribal Areas (FATA) were a semi-autonomous tribal region until they were merged with the neighbouring province of Khyber Pakhtunkhwa (KP) in 2018. With a population of around five million people the territory now referred to as Merged Areas consists of seven Tribal Districts and six Sub-Divisions. Poverty is widespread and the population faces marginalisation, poor basic services, inadequate income-generating opportunities, and limited inclusion in planning and decision-making processes. For years, the local population has been suffering from violent conflicts and military operations which resulted not only in the destruction of social infrastructure but also in the temporary displacement of persons, which have gradually returned to the Merged Areas after rehabilitation. After the merger, local governmental and administrative structures are being expanded to areas where people have still been relying on traditional tribal ways of conflict resolution and decision making. The remoteness of the Merged Areas and the lack of efficient local administrative structures impede, however, the effective delivery of public services to the population.

## Objective

Commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), the objective of the FATA Development Programme (FDP) reads as follows: "State actors and civil society groups in the Merged Areas have increased their capacities to provide services and engage in constructive dialogue." By application of a multi-level approach, FDP aims at the improvement of the capacities of core governance functions of public administrative units and the capacities of state actors and civil society groups to provide services in selected sectors and to engage in constructive dialogues on development policy issues.

Project name	FATA Development Programme (FDP)
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Co-funded by	European Union (EU)
Implementing agency	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Partners	Provincial Government of Khyber Pakhtunkhwa: - Planning and Development Department - Health Department
Geographic Areas	Merged Areas, Khyber Pakhtunkhwa
Duration	01.07.2016 – 31.12.2022

With co-funding from the European Union (EU), FDP also contributes to the implementation of the multi-donor action **Aid to Uprooted People in Pakistan (AUP)**, whose aim is to facilitate the reintegration of temporarily displaced persons through the creation of a favorable environment for their return to the Merged Areas. Aligned with the relevant development strategies of the Government of Khyber Pakhtunkhwa, the FATA Development Programme is implemented in four Result Areas: Local governance, constructive dialogue, education and health services.

The result area Health Services is supporting "Good Health and Well-being" (**SDG 3**) and Gender Equality (**SDG 5**).



## Approach: Health Services

To ensure that development priorities of the Merged Areas are well reflected, the programme supports the review of the Provincial Health Sector Plan. With the aim of improving the efficiency and effectiveness of a data-based public health service system, support is provided in improving the quality of the health information system at the district level. Health managers and district managers are trained on various topics such as needs-based district health planning, supply chain management and leadership for change management. Staff members at the primary health care facilities are capacitated in primary health care management and infection prevention. Furthermore, district health managers are trained on how to analyse, utilize and communicate data for improved decision-making. With the establishment of Local Quality Teams and the development of primary health care standards and corresponding assessment tools, FDP further supported the successful implementation of quality improvement plans.

## Results achieved: Health Services

The following results have been achieved with support provided by the FATA Development Programme:

- In the Merged Areas, 305 provincial and district staff with managerial responsibility (of these 43 female) were trained on various topics such as needs-based district health planning, supply chain management and primary health care facility management.
- In addition, 328 staff members at the primary health care facilities (of these 113 female) were trained in primary health care facility management, emergency management, infection prevention, practical emergency obstetrics and neonatal care, among other. The Department of Health, Khyber Pakhtunkhwa, and the Khyber Medical University envisage to adopt the training modules for incorporation in their upcoming capacity development activities.
- To improve evidence-based health management and effective data-based communication and reporting, 52 district health managers (of these 5 female) were trained on analysis, utilization and communication of data.

- As part of the Quality Improvement Initiative, the project supported the development of primary health care standards and corresponding assessment tools. In 52 primary health care facilities, Local Quality Teams were established and trained on basic health care, financial management, proposal writing and the application of the assessment tools. Based on the assessment of the health care facilities, quality improvement plans were developed. At 30 pilot health facilities, these quality improvement plans were successfully implemented. The plans included the advancement of electricity supply, the improvement of water, sanitation and hygiene (WASH), and the provision of operational and medical equipment.
- Support was rendered to improve the quality of the District Health Information System (DHIS) in the Merged Areas. Based on the findings of the assessment of DHIS in the Merged Areas, a Quality Assurance Plan along with a quality manual were developed and used during training measures for 136 staff members.
- The programme also supported the participation of 36 health managers (of these 10 female) in international training courses, conferences and study tours.

## COVID-19 Response Measures

In collaboration with the Khyber Medical University, a number of measures were carried out with the aim to protect health staff against the risk to get infected and to increase the capacities of public health laboratories to run COVID-19 tests.

This includes the provision of COVID-19 PCR testing machines and testing kits for public health labs and Personal Protective Equipment (PPE) for health staff to increase protection against infection.

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